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To the *Supervisors* of the Department



From the Director of Personnel..



SUPERVISORY TRAINING PAYS OFF BECAUSE--

- People Work Best When They Like Their Jobs - And Good Supervision Has A Lot To Do With Whether They Like Their Jobs.
- Work Flows More Smoothly.
- Human Relations Are Improved.

Fewer disciplinary actions.

Fewer formal grievances.

Fewer grievances of the type a man keeps to himself - but which are even more damaging to his work.



IT ALL ADDS UP TO BETTER PRODUCTION!

Sometimes supervisors will say, "We'd like to do more training but we have too much work to do. We just don't have time."

And they're certainly right, except that they'd probably get a lot more work done if they did do this training. Often supervisors "too busy to do training" are busy meeting emergencies that wouldn't have arisen in the first place if they had training.

Have you ever figured out, for instance, how much time and money a single mishandled employee relations matter can cost? Enough to pay for a division's supervisory training program many times over!

REMEMBER

• TRAIN WHERE THE TRAINING IS NEEDED.

• TRAIN WHERE THE TRAINING WILL PAY OFF.

Having an effective, well-trained, productive group--

- increases your reputation as a supervisor
- adds to your job security
- improves your chances of promotion.
- makes you more available when a promotion comes along.
The supervisor who fails to train and develop his people may think he's showing that he is irreplaceable, when all that he is proving is that he is unpromotable.

LET'S FACE IT

As with many other investments of personal effort that people make, the payoff is in the future.

WHAT DO YOU DO NEXT?

What do you do next, if you want to start training rolling in your organization -- or start it rolling faster?

- If you're a Division Chief -
 - (1) make a tentative analysis of your division's training needs.
 - (2) talk your situation over with your Personnel Officer. He can give you a lot of good advice, and it will all be free.
 - (3) work out a plan for the strictly technical training your people need. You're your own boss on that. Your Personnel Officer will be able to help you.
 - (4) with the assistance of the Personnel Officer and/or the Training Committee, which coordinates your training, work out a schedule for participating in other kinds of general training that your division needs.
- If you're working under a Division Chief -- talk matters over with him.
- In either case you shouldn't expect to get your training done overnight or "once-and-for-all." You'll be surprised, though, at how much progress you can make if you set up a sensible schedule, one fitted to your work situation, and stick to it steadily.

TRAINING - of supervisors -
 - by supervisors -

nourishes the supervisor's brain
sparks the supervisor's spirit
helps make him the kind of leader you want working
with you

- An active training program is the best way to create -- and the best way to maintain -- an effective supervisory force and an effective organization.
- An active training program, supervisory and nonsupervisory, shows *all* your employees - that they, the employees, are important persons whose skills are worth developing that their work is important that management is interested in bringing about high efficiency of operations
- An active training program will --
 - increase will-to-work
 - lead to better communication
 - heighten the organization reputation
 - improve the organization's whole administrative "muscle-tone."

YOU THE SUPERVISOR ARE RESPONSIBLE FOR TRAINING!

And who is responsible for seeing that the necessary training is done? That's really the same question as "Who is responsible for seeing that the work of the unit is well done?" And it has, of course, the same answer:

YOU, THE SUPERVISOR

Training his people so that they can do their jobs satisfactorily is part and parcel of the supervisor's job -- not something added on, but something which is completely woven into it and must be planned in advance.

Training is just a matter of purposely and intelligently helping people to learn whatever it is they need to learn, instead of letting them "pick things up" by themselves. When you depend on experience alone to do the training, you're hiring the most expensive teacher there is. -- the most inefficient one, too, in many ways.

BUT YOU DON'T HAVE TO DO IT ALL YOURSELF

Of course, you don't have to do the whole job by yourself.

Your own supervisor is supposed to help you and much of the training that your unit needs may be conducted by the larger organization -- section or division -- of which you are a part. Some of your training workload may be shared with your fellow supervisors in other ways, depending upon what your training committee has arranged. You will also receive assistance from your Personnel Officer.

"Guide Posts for Supervisors" contains suggestions which you can use to train yourself or others. Flyers similar to this one have also been issued on the following subjects: -- "Objectives of In-Service Training" -- "Suggestions for Quickly and Effectively Training Employees and Developing Understudies" -- "What Makes a Good Boss" -- "Public Service and Communications". Your Agency Personnel Officer will be glad to assist in arranging for needed training.

EFFECTIVE ORGANIZATION

WORK PLANNING

WORK SIMPLIFICATION

COORDINATION

HUMAN RELATIONS

PUBLIC RELATIONS

TRAINING METHODS

- ON-THE-JOB TRAINING
- WORKSHOP
- COACHING
- JOB ROTATION
- LECTURE
- CONFERENCE
- INDIVIDUAL STUDY
- OBSERVATION
- DEMONSTRATION

● DON'T GET "TRAINING HAPPY"!

Once there was a supervisor who was in a wonderful spot:

- All his people knew -- and did -- their jobs perfectly.
- They never left him.
- Their work attitudes were fine.
- The job of his unit stayed the same year in, year out.
- The volume was steady.
- The procedures never changed.

As might have been expected the work of the unit was outstanding in quantity and quality. That supervisor had no problems there!

And naturally he had no training problems either.

ARE YOU in the same happy condition as that supervisor? If so, you too, can relax.

BUT unless you're that one supervisor in a million, you have problems such as --

- having to do new types of work...
- having to take on new employees who hardly know which way is up...
- getting adequate production with people who aren't sufficiently skilled in their jobs...
- making technical changes in the way things have to be done...
- dealing with people who have poor work attitudes...
- preventing undesirable turnover...

For these problems, and for many others, there is a pretty good likelihood that what is needed is

TRAINING

You can find time for Training.
Build your work around Training.

Worth working for, isn't it?

BUT you have to give more than "support."

YOU HAVE TO GIVE ACTIVE LEADERSHIP AND HELP

With your leadership and help, your Personnel Officer and your Training Committee can make the sustained effort that is needed for effective training.

Give that leadership and help.

It's an investment that will pay big dividends --

for you

for your organization

for the whole Department of Agriculture